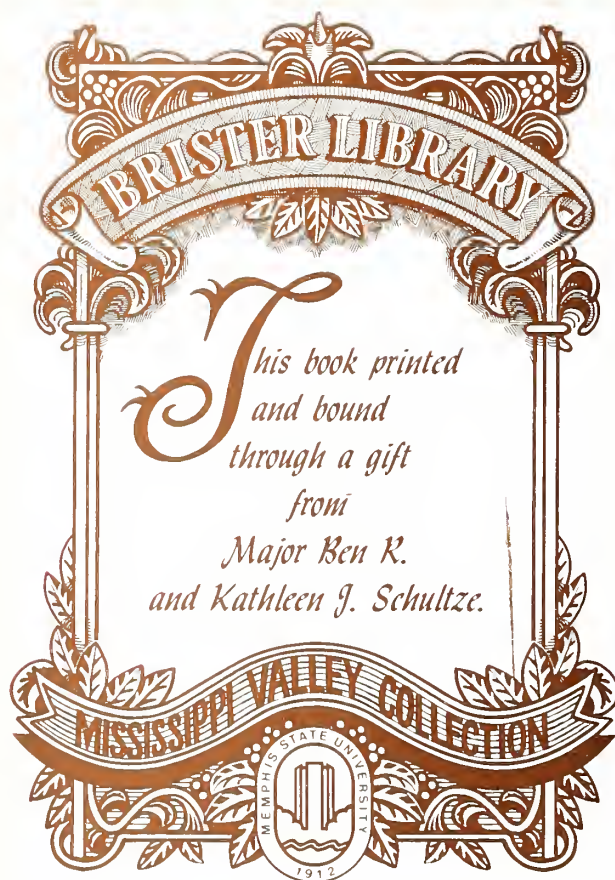


AN ORAL HISTORY OF THE WINFIELD DUNN ADMINISTRATION  
INTERVIEW WITH  
WILLIAM YOUNG

BY - CHARLES W. CRAWFORD  
TRANSCRIBER - BETTY WILLIAMS  
ORAL HISTORY RESEARCH OFFICE  
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MAY 20, 1977

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PLACE Memphis, TN.

DATE May 20, 1977.

  
(Interviewee)

  
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THIS PROJECT IS "AN ORAL HISTORY OF THE WINFIELD DUNN ADMINISTRATION."  
THE PLACE IS MARYVILLE, TENNESSEE AND THE DATE IS MAY 20, 1977. THE  
INTERVIEW IS WITH MR. WILLIAM DALE YOUNG. THE INTERVIEW IS BY DR.  
CHARLES CRAWFORD, DIRECTOR OF THE MEMPHIS STATE UNIVERSITY ORAL HISTORY  
RESEARCH OFFICE. TRANSCRIBED BY BETTY WILLIAMS. INTERVIEW #1.

DR. CRAWFORD: Mr. Young, I suggest we start with some  
biographical information about yourself  
and then we will get up to the point at which you met Winfield Dunn.

MR. YOUNG: Dr. Crawford, I was born in May of 1938  
in Maryville, Tennessee and have lived in  
this town and this county, of course, all my life with the exception of  
the time I spent in Nashville in the Dunn administration. I was educated  
in the Maryville public schools (city schools), obtained a B.A. degree  
from Maryville College in 1963 and a Bachelor of Laws degree and a doctor  
of jurisprudence degree from the University of Tennessee at Knoxville in  
1963 (?).

I practiced law from 1963 until I became actively involved in the  
Dunn campaign in '69 or '70. I've forgotten the exact date. Here in  
Maryville I was engaged in the private practice with three other gentle-  
men--in the general practice of law. Since I have returned to Maryville



from Nashville, I've been a vice president of and house counsel for the Blount National Bank in Maryville as the bank's lawyer. My father was a native Blount countian, as is my mother. He served as Circuit Court Clerk for Blount County for about twelve years and had been actively involved in Republican politics up until the time of his death in 1965. I have several uncles who are actively involved in the Republican Party in Blount County, one of whom served as sheriff of the county in the early 1930's.

I was an assistant district attorney general for the Fourth Judicial Circuit for about eighteen months beginning in 1965 as the appointee of the district attorney general James P. Watkins. I managed the Blount County campaign for Howard Baker in 1966. I was involved actively in managing the campaign of Dan Kuykendall at some point along about that time, I don't remember the year, in his race for the senate.

Otherwise, I have been involved in Republican County politics mainly up until the time I met Winfield Dunn and became active in his campaign.

DR. CRAWFORD:               What were the circumstances of your meeting  
                                and when did you meet Winfield Dunn for the  
first time?

MR. YOUNG: I believe I met Governor Dunn for the first time April of 1969. And it was at the request of one of my former law partners, Bill Felkner, whose good friend Louie Donelson from Memphis had called him and introduced him to Winfield Dunn over the telephone and we became involved in the Dunn campaign in that way. It was some time after the telephone call that Governor Dunn





came to Blount County and we had an opportunity to meet him and get involved in his campaign.

DR. CRAWFORD:                               What impression did you form when you first  
met Winfield Dunn in April of 1970?

MR. YOUNG: I'll be honest with you and say that I formed an impression based upon more than just admiration for the man. I felt like insofar as the Republican Party was concerned, that he was the savior who had returned to help us out. And as it turned out that was really what happened. I was very enthused about him as a person and his personal magnetism wouldn't allow you to stand away from the activities that he wanted you to become involved in.

DR. CRAWFORD: It was rather late by the time that you met him and other candidates were already in the field. Why did you feel that he had a better chance to help the party than one of the other candidates?

MR. YOUNG: I really didn't feel that he had the better chance initially. After I met him his personal magnetism took over. That was the overriding aspect of the whole business. But to look at the candidates on a piece of paper and try to judge them objectively without having their personalities involved to color your judgment I don't think I could have said just right off that he would be a better candidate. I had known Bill Jenkins from law school days and felt like he would have been a good candidate. After I met Winfield Dunn I felt like he would have been, as it turned out to be, the better candidate.



DR. CRAWFORD: Why did you feel that he would be the better candidate?

MR. YOUNG: Because of his personal magnetism--his ability to get people to actively work for him. I'd had many political candidates to ask me to help them out and I did monetarily. And I'd spent time, money and everything else, but I had never felt the personal dedication to a candidate that I did to Winfield Dunn. And it was due to his personal magnetism in my opinion.

DR. CRAWFORD: Did you feel that he would have any difficulty winning in East Tennessee?

MR. YOUNG: Yes. The mere fact that he was from Shelby County, the opposite end of the state, said to me that people probably would not be terribly enthused about supporting him. He was far away from home. People knew Bill Jenkins, of course, and Claude Robertson. I just felt like that those men really had the inside track in East Tennessee.

DR. CRAWFORD: What part did you play in the campaign after your decision to support him in April?

MR. YOUNG: In the primary campaign the part I played was strictly limited to solicitation in his behalf in Blount County. I don't recall going out of the county in his behalf on any occasion. But fund raising, solicitation of his support generally and then on election day trying to get out the vote here in the county was what I did during the primary campaign.





DR. CRAWFORD: Of course, you were familiar with the party structure in Blount County from your previous work?

MR. YOUNG: Yes sir.

DR. CRAWFORD: How were the election results in Blount County compared with what you projected?

MR. YOUNG: Dr. Crawford, I don't remember the figures.

It seems to me, well, I think I can answer your question this way. We came out in Blount County, so to speak, about the way we expected, maybe a little bit better. I think we ran third. If I am not mistaken, Bill Jenkins got the most votes in the primary election in this county. Claude Robertson was second and Winfield Dunn was third. Our objective because we felt like in East Tennessee we were fighting an uphill battle anyway was to fragment the solid block of the East Tennesseans who were running. I think we accomplished what we set out to do. Probably did a little better in this county then than we thought we might.

DR. CRAWFORD: Did you have any particular problems in the primary?

MR. YOUNG: None that I recall. If I might insert this: at that particular time our county--the Republican Party in Blount County--was divided into several factions. Two of these factions were supporting Bill Jenkins and the third--the one I was a member of--supported Winfield Dunn. Claude Robertson's support came in there some place. Winfield Dunn did not really have the support



of the politicos, so to speak, in the county.

DR. CRAWFORD: Do these divisions go back some time? They did not come up as a result of this campaign?

MR. YOUNG: No sir. They went back far earlier than this.

DR. CRAWFORD: What people outside of the county did you deal with in the primary? In state headquarters or in district?

MR. YOUNG: The only two people I remember dealing with outside of the county were Carolyn Weins and Betty Davis in Memphis. One of my law partners, Mr. Felknor, had some dealings during the primary quite often with E.S. Bevins, Jr. of Knox County and Dr. Mobley as you have mentioned, Dick Impe, Quintin Gulley, but I didn't have any direct contact that I recall with anybody except Carolyn Weins and Betty Davis.

DR. CRAWFORD: How were your relations with state campaign headquarters? Were you able to get the supplies you needed?

MR. YOUNG: Dr. Crawford, it has been a long time ago. As I recall, during the primary campaign we were able to obtain the supplies we needed. Later on, we had some difficulty.

DR. CRAWFORD: Well, of course things changed abruptly after the primary election to the surprise of many people.



MR. YOUNG: Yes.

DR. CRAWFORD: How did your work change after that?

MR. YOUNG: Shortly after the primary election, Lewie Donelson from Memphis, my law partner, Mr. Felknor and I talked over the phone and one purpose of our talking was for Mr. Felknor and me to say to Mr. Donelson, "Look, now that we have won, is there anything further that we can do, please let us know?" To make a long story short, a day or two after that Mr. Donelson telephoned and said, "What we really need is some people to help us man and maintain the Memphis office. We are flooded with telegrams, letters and people so many that we can't communicate with them all. We don't have that sort of staff and what staff we had, those poor people are terribly tired and worn and some of them are gone and we need some help."

So with that in mind I went directly to Memphis. The primary person I was in touch with at that time was Betty Davis. I believe that Carolyn Weins had gone away on a short trip. Other people in the Memphis office were not really there anymore. Betty and I, together with some volunteers from Shelby County, started answering telegrams, writing letters, doing those sort of things. I did that for some four or five days prior to. . .

DR. CRAWFORD: In Memphis?

MR. YOUNG: Yes, in Memphis. Maybe it was more than a week. I can't remember right off hand. I don't believe it was more than a week--four or five or six days--something like that.

DR. CRAWFORD: That was an abrupt change from your work





in your home county to go into Shelby.

Why did you do that, Mr. Young?

MR. YOUNG: I did it for several reasons, one of which was as a favor to Mr. Donelson. Number two, it looked like the Republican Party had a viable candidate for the first time, as you have commented, in fifty years. It looked like we had a winner from what I knew about the man. There was nothing that I wouldn't do or say or no place I wouldn't go to help him out because I really believed in him. It was for that reason that I did this on my own at my own expense. Just to help get things going again.

DR. CRAWFORD: You were there about five or six days?

MR. YOUNG: Yes sir.

DR. CRAWFORD: What tasks especially did you deal with in that time?

MR. YOUNG: Mainly the answering of telegrams--just the acknowledgement of telegrams and letters.

The policy was that we are going to say something to everybody who had sent a congratulatory telegram, or letter maybe, or any kind of inquiry. We are going to be back in touch with them. We are going to be the kind of responsive people that Winfield Dunn said he was going to be during his campaign. We are going to show them we can do it immediately after the election. There's not going to be any lapse of time.

DR. CRAWFORD: What kind of volume of communication did you have to handle?

MR. YOUNG: Well, I only handled a small portion of it



and I was really there such a short period of time it is hard for me to get a grasp on it. But my best judgment would be that. . . Well, when I got there, there were hundreds of unanswered telegrams Betty Davis had just waiting for somebody to do something with. While I was there some came in. I am going to just guess that perhaps there were either between 50 or 75 telegrams and letters a day coming in that had to have some sort of action. Betty would be in a better position to tell you about that than I would, but that is my best recollection.

DR. CRAWFORD: Did you know many of these people? Were they regular party workers or were they the public at large?

MR. YOUNG: Generally, they were from the public at large. Surprisingly, to me a good number of them were acknowledged and known members of the Democratic Party. Being an East Tennessean and knowing and growing up with only Republicans, it was hard for me to understand and believe that the Governor had the really good broad-based Democratic support that he had.

DR. CRAWFORD: Did you try to follow up in any way other than your replies? Did you keep a card file or refer names to county managers or anything?

MR. YOUNG: I don't remember except that I am certain that Betty Davis kept copies and I know that we made copies of the responses to the letters and telegrams. I know she kept that and I assume that they were turned over to county managers in one way or another. Perhaps not copies of the letters, but at





least lists compiled from those communications so that county managers would be in touch with them later on for contributions and for help and for finally getting out the vote later on on election day. But I don't recall exactly how that was handled.

DR. CRAWFORD: Let's see, Governor Dunn was on vacation during part of this time, wasn't he?

MR. YOUNG: Yes sir. He was on vacation all the time that I was in Memphis. I believe from his vacation place it was while I was in Memphis that he announced that Lamar Alexander from Maryville would be his state-wide campaign manager.

DR. CRAWFORD: Who was in charge of the office when you were there?

MR. YOUNG: Bettie Davis.

DR. CRAWFORD: Was this at your own expense?

MR. YOUNG: Yes sir.

DR. CRAWFORD: You were an enthusiastic supporter! Did anyone else from all over the state do that?

MR. YOUNG: A young man from Maryville went with me.

Two men from Maryville went with me for a part of the time--Gib Vestal--and I don't know who paid his expenses. Another young man who had been active in the primary campaign--Hugh Davis, went with me. I paid his expenses. He was there for a part of the time. My partner, Mr. Felknor, and I did pay his expenses.

DR. CRAWFORD: What did you do after that period of five or six days?



MR. YOUNG:

After the announcement was made that Mr.

Alexander would be the Governor's campaign manager I received a call in Memphis for me from Lee Smith or Lamar or I don't remember who. One of those men asked me to come from Memphis to Nashville and sit down and talk about the general election campaign. I told them I would be glad to do that and did. I had no idea what they had in mind, but I was anxious to be active even more. I went to Nashville and talked with Lee and Lamar at which time they asked me if I could be an East Tennessee field director for the Governor.

This was not an easy decision for me because I had my own law practice and I had already spent a good deal of time and effort and money on my own. And I didn't really know what attitude my partners would take toward my being away from the office an even longer period of time. So I told them I would like to but I needed a few days to come back and kinda talk it over. To make another long story short, I did do that and my partners encouraged me to do so. I took a leave of absence from my practice within a two week period of time there and devoted the remainder of time until election day to Governor Dunn. And I was his East Tennessee campaign manager eventually.

DR. CRAWFORD:

When had you met Lee Smith and Lamar Alexander?

MR. YOUNG:

I had known Lamar for many years. Lamar and I are, I suppose, I may be two or three years older than he is, but at least we were in the Maryville city school system at the same time if not in the same grade level. So we had known



each other as boys--for many years. Lee, I had met in Howard Baker's campaign, as I remember, in 1966. He was a field aide for Senator Baker's campaign and our county was a part of his district. I've known him probably since '66.

DR. CRAWFORD: Did you anticipate Lamar's being asked to take over the campaign after the primary?

MR. YOUNG: No sir. I did not. Lamar had been active, I don't know whether active, but he had been an acknowledged supporter of Claude Robertson and I really hadn't given it any thought. But I can say that I was surprised when I learned that he had been appointed.

DR. CRAWFORD: Of course, a problem that a party always faces after a primary victory is trying to unite all the factions behind the winning candidate.

MR. YOUNG: Certainly.

DR. CRAWFORD: But Lamar had been in Washington before this time.

MR. YOUNG: Yes.

DR. CRAWFORD: And he came back to Nashville, I believe with several other people from Howard Baker's staff, at that time. Of course, you had a change in the campaign with the campaign headquarters moving from Memphis to Nashville, advertising changing from Ward Archer to Noble Dury and a generally different composition. As field manager for East Tennessee, what territory was included? Where was the line drawn?

MR. YOUNG: I really was actively involved in the campaign in



the First, Second, and Fourth Districts mainly.

I covered a part of the Third District--Robin Beard was the field man in the Third District primarily and we talked occasionally. That was his primary responsibility but I had some obligation there too. The primary work was in the First, Second and the Fourth Districts.

DR. CRAWFORD:                   Why did you make that division and why did you separate the Third?

MR. YOUNG:                    I really don't know because that decision wasn't mine. Robin had already, or at the same time was, set up to do that. And I don't know why other than the fact that after the fact I suppose it could be explained this way--that Tennessee has been traditionally . . . the strong Republican districts which we knew we had to concentrate a lot of effort and energy on at least those two districts to get out the maximum vote. So we directed, not because it was me, but we directed a lot of guns toward the First and Second districts to produce that vote, and it worked. Robin did a fine job with the Third--I don't mean that he didn't.

DR. CRAWFORD                   Those statistics certainly indicated the work that you had done. How did you handle your duties? Did you work with county campaign managers?

MR. YOUNG:                    Yes sir, closely but not exclusively with county campaign managers. A lot of people for the first time were becoming involved in Republican Party politics. Maybe not necessarily Republican, but politics for Winfield Dunn. Many county Republican leaders--old time Republican leaders--really didn't want the new people





to get their foot in the door, so to speak. So I had to work with county campaign managers to get the old-line vote lined up, so to speak, but I also had to deal with people who hadn't been involved in politics before and who weren't a part of any county organization. You had to deal with them differently from the other folk.

DR. CRAWFORD: Did you rely on state headquarters for advertising assistance and other things in this time?

MR. YOUNG: To some extent. I recall that the good people in Knox County footed the bill for our East Tennessee field offices in a hotel in Knoxville. That didn't come from state headquarters over there. It didn't come from state headquarters. While we got some advertising funds and that sort of thing from Nashville, we generated a lot of it on our own here.

DR. CRAWFORD: Were you able to pay your necessary expenses in East Tennessee and send money into state headquarters?

MR. YOUNG: Yes sir, quite a bit. Quite a bit of excess money was sent to state headquarters.

DR. CRAWFORD: Did you have difficulties of any kind in the First Congressional District with the Quillen organization or any other?

MR. YOUNG: I absolutely did. Congressman Quillen is a man for whom I have a great deal of respect. A more loyal Republican I think you won't find, but he is also extremely jealous



of the political power and prestige that he has obtained in his own district up there. I can see some basis for some of his feeling. Congressman Quillen didn't want Governor Dunn or any agent for Governor Dunn to be fooling with his county organizations up there. For a multitude of reasons, some of which I think were valid and some invalid.

But Governor Dunn had to take the position that he was the Republican nominee for governor and had to do what in his judgment thought was appropriate and necessary to assure his own organization in the First District. That's what I set about doing and that's really what in effect what we finally accomplished with a great deal of turmoil and after spending a good deal of sweat over it.

DR. CRAWFORD: I know Governor Dunn tried to deal as cooperatively as he could. By that time the traditional political leaders in upper East Tennessee were already active in the Quillen organization. What sort of people did you find to work for Governor Dunn?

MR. YOUNG: Well, many of the people who were active in the Quillen organization also supported Governor Dunn. Don't misunderstand me. They were just as loyal just as true to Governor Dunn as they ever had been to Congressman Quillen. Some of them were not that way. Some of them had their first loyalties to Congressman Quillen and would talk out of both sides of their mouths. And you didn't know where they were.

But in addition to the Quillen Republicans and also the Dunn Republicans one and the same, I found people in the First District who had never been involved in politics before to support Governor Dunn. Many



of these people had been his supporters in the primary by the way. It wasn't a total new recruitment program that we put on. It was just keeping those people involved in light of the fact that the county organization sometimes told them that they couldn't be involved.

I'll have to say that in addition to the new people who had never been involved in politics, and in addition to the people who were Dunn and Quillen supporters, a lot of people came aboard who were anti-Quillen people--Democrats and Republicans. So we had a "duke's mixture" of everybody who was interested in the race which turned out to be , in my opinion, good.

DR. CRAWFORD:                   And you could hardly turn anyone away who wanted to serve.

MR. YOUNG:                   No sir. We didn't do that; we wanted everybody's help.

DR. CRAWFORD:                   I believe you operated with some assumptions about the vote totals that you wanted to get. I believe at least Harry Wellford during the primary was making some projections for the different districts and counties. Do you have any for your districts for the general election--totals or percentages that you were working toward?

MR. YOUNG:                   Dr. Crawford, we did. We had some tentative number of votes from each county that we thought we had to have to coordinate with the overall picture to win that election, but I don't have any record of them and I can't tell you--right now. I couldn't even give you a guesstimate about Blount County.



DR. CRAWFORD: Do you remember the feeling that you had the night of the general election? Were you pleased with your area?

MR. YOUNG: Tremendously pleased with them because in fact we did better in some areas in the First District than I expected. We actually outpolled Congressman Quillen in a few counties and this was surprising to me. I hadn't expected it, and wasn't anticipating it, and when it happened, I was elated.

DR. CRAWFORD: And I don't suppose that improved relations with Congressman Quillen?

MR. YOUNG: No sir, it didn't. It certainly didn't.

DR. CRAWFORD: Well, it was the East Tennessee total together with that from Shelby County particularly that made the difference in the election.

MR. YOUNG: Yes sir. We were extremely pleased with our vote in East Tennessee--all of East Tennessee.

DR. CRAWFORD: How did you spend your time during the period of the general election? What did you do? Did you mainly work in Knoxville at the offices? Did you travel a great deal?

MR. YOUNG: Most of my time was spent on the road. While I wasn't on the road, I was in Knoxville office on the telephone contacting people for Winfield Dunn. Not just people who were known party workers, but I called people whose names were given to me by anybody--anybody I thought would have any kind of interest, financially or as a contributor or somebody who could garner two or three votes





in a family. I called them or called somebody and asked them to call them. Most of the time I spent on the road away from home meeting with the appointed county leaders in the First District, appointed by Congressman Quillen. Then I would go and meet with our own people, so to speak, and then I would go meet with people that were neither pure Dunn people or pure Quillen people.

DR. CRAWFORD:                    Were you able to keep records during this time?  
Did you try keeping files or did you turn that over to the county manager?

MR. YOUNG:                    Most of that I turned over to the county managers other than names and telephone numbers. Now I kept a file of those and still have them. Just a note card typed file and a small notebook if I remember correctly. Those were the only records I kept.

DR. CRAWFORD:                    How did you feel when you started this work as East Tennessee Field Manager? Did you feel that Winfield Dunn would really win?

MR. YOUNG:                    No sir, I did not. I felt that we had the best chance that we'd ever had and certainly the best chance that we'd had in my lifetime to elect not only a Republican but a man whom the people in the state could have a lot of confidence. I thought [he was] a man who would be good for them. It wasn't a purely partisan political effort even though I've been a Republican my whole life. I have to honestly tell you that that wasn't the motivating factor. I believed in the man. But I really didn't think that we would win when



we started.

DR. CRAWFORD: Another question is on the night of the general election in November, did you feel you would win?

MR. YOUNG: Yes.

DR. CRAWFORD: When had the change taken place?

MR. YOUNG: About two weeks before the night of the general election I felt in my own heart that we would win. I don't know that I ever expressed that to anybody. But that was the first time I felt not only good about what I was doing I felt good the whole time, but I felt like we accomplished what we set out to do about two weeks beforehand.

DR. CRAWFORD: What caused you to reach that conclusion?

MR. YOUNG: By that time we had done the best we could in the First, Second and Fourth Districts and in spite of all the problems we had in the First District I felt like we were in good shape. I just knew we were in good shape in the Second District. I had heard good reports from Robin Beard out of the Third District--a sparsely populated district. The Fourth District I thought was coming along real well and I could see all of East Tennessee, if not going solidly for Winfield Dunn, at least giving him a good majority. I kept thinking we have got to come across the Cumberland Mountains with a good 40,000 or 50,000 vote majority. I felt like we had it made then. I didn't know obviously, but I had a good feeling about it.

Then about two weeks before the election, if I remember correctly, all of the campaign district managers, the division managers had a meeting



in Nashville and I think we had some very honest and frank talk about what shape we were in. And the bottom line of all was it just looked too good to be true.

DR. CRAWFORD: About when was this?

MR. YOUNG: About two weeks before the election.

DR. CRAWFORD: Do you think this feeling was general across the state?

MR. YOUNG: Yes, I do. I think the people in Shelby County had that feeling a long time before they convinced me.

DR. CRAWFORD: Their information, I assume, was based upon their area and of course, your's on what you knew over here. But that being his home county, as well as being populous, offered a certain advantage there.

MR. YOUNG: They felt good because they knew what was going on down there and they just expected East Tennessee to come across in the way it should have come across for Winfield Dunn. I wasn't so sure of that. I'd been working day and night, as so many many others also, to see that East Tennessee really did do what it did. It wasn't an automatic thing--it took a lot of hard work--in the fact of some degree of intra-party opposition to get it done. And that is what concerned me. But I could see it all falling together. I thought I could see it falling together.

DR. CRAWFORD: Why do you feel that there was intra-party opposition to a Republican candidate?



MR. YOUNG: There was only one reason that I felt that, Dr.

Crawford, and that was because of the--I don't know any other way to term it--opposition that Congressman Quillen and his people, some of his people, gave us in the First District.

DR. CRAWFORD: Did you understand the reasons for that?

MR. YOUNG: Yes, I understood them, but I don't know that

I agree with all of them, but I understood it.

Congressman Quillen had built a strong base for himself in the First District and he didn't want anybody else horning in on it. I think he would have been more willing for that to happen had he had the confidence and assurance that I had that we were going to win. I think he probably believed that this was another futile effort to elect a Republican governor and that in the process it would mess him up.

DR. CRAWFORD: Well, it had been a long time since there had been a Republican governor.

MR. YOUNG: Certainly. That is one reason why I believe

I can say I understand what his apprehension was even though I disagreed with it. I understand it.

DR. CRAWFORD: I suppose the people in Shelby County did consider it a foregone conclusion that East Tennessee would go for him. Did you, as they say in the old Tennessee expression, "go across the mountains" with the votes you wanted?

MR. YOUNG: Yes sir. I don't remember the number of majority votes we came out of the first four districts of





Tennessee with but it seems to me that it was in the exact neighborhood of what we expected we would have to have in order to win. And as I recall it that was something in the neighborhood of 50,000 votes majority. It could have been greater.

DR. CRAWFORD:                   Where were you on election night?

MR. YOUNG:                    I was in Knoxville at the Holiday Inn Central on 17th Avenue, I believe. We had closed our East Tennessee headquarters in the Farragut Hotel uptown and had gone to the Knox County headquarters at the Holiday Inn Central.

DR. CRAWFORD:                   Were people confident before the returns started coming in?

MR. YOUNG:                    Yes.

DR. CRAWFORD:                   What did you do after the general election? How did you take action to close your campaign over here?

MR. YOUNG:                    Really, there was very little to do. The thing I recall doing was writing some thank you letters, just on my own behalf, to the people who had helped in the campaign that I had been involved with. A great number of them, as a matter of fact. This is something I really didn't do so much for the governor as I did for myself. I felt that I owed it because I had been the one who'd been asking them to help, to give and to do.

DR. CRAWFORD:                   I suppose you made available to the governor a list of people you felt should receive thank you notes and so forth?



MR. YOUNG: I certainly did.

DR. CRAWFORD: What did you do after that, during this period in between the election and the inauguration in January 1971?

MR. YOUNG: After we had closed the East Tennessee headquarters I went back to the practice for just a few days. Frank Barnett, [who] had been the gentlemen head of the Governor's financial campaign, called me and said he would like for me and Bill Russell, Bill Russell was the Governor's Second District campaign manager from Loudon County, to come down and let's talk about what we are going to do now that we have won this thing. We kinda needed some input, something to that general effect. So Bill and I did go down and spend a couple of days down there. While we were there Mr. Barnett and the Governor did ask Bill and I both to help on the transitional staff. Bill very much wanted to do this and so did I, but he was more prepared than I was to do it at the time. We finally did do it and made some further arrangements to get some more time from my law practice and spend that time in Nashville helping several staff people on the transition staff to get up information about the qualifications for the different cabinet members and looking into boards and commissions appointments, about staff salaries, duties. We had to learn from the word "go" everything there was to know about state government. We didn't have anybody sitting there saying, "slip into this chair and take over and here's where your duties and responsibilities were." We had to research the



law. We had to start researching executive orders. We had to start asking questions, "What do you do when you get to the Capital building on Monday morning?" The very elementary things--we didn't have any help.

DR. CRAWFORD: I believe Lee Smith said it was awhile before you even knew where to find the pencil sharpeners there.

MR. YOUNG: Very true, very true. Literally true!

DR. CRAWFORD: And particularly considering how long since the Republican Party had been in.

MR. YOUNG: We didn't have any friends when we got there. We had many friends when we left.

DR. CRAWFORD: Did you get any sort of help in the transition from anyone then in government? In the Ellington administration?

MR. YOUNG: I can't give you an absolute, no, because others may have obtained some degree of help from Bo Roberts and some of the other members of the governor's staff. I did not personally. I found that most of the people in state government that I dealt with weren't rude or uncooperative. It was just that they had a terrible lapse of memory about things. The net effect was they didn't give us any help. It was not that they refused to, they just didn't.

Only one person that I recall giving the Governor and his staff extreme amount of good help advice and counsel who was already in state government was Jim Keathley who was with the Department of Personnel, and he later became the Deputy Commissioner of Personnel under Commissioner



Hardaway. He was already there and had been there a few years. How he ever got on in state government being a strong Republican he was, I don't know. He really was a good deal of help to me in the transition period and later too.

DR. CRAWFORD:               What did you do to locate suitable candidates for cabinet positions?

MR. YOUNG:                 Well, of course, the Governor had some ideas of his own--some people he had had in mind--or at least who had crossed his mind in the course of the campaign and who had been mentioned to him. We wrote all those down as possibilities. You wouldn't believe the number of people who wrote in and said, "I am available for this, that and the other. I want to be involved in state government. I want to work in this department or that department." Just mountains of mail!

Then, obviously the other thing we did was to contact the people who'd been key people in electing Governor and saying, "Look, do you have any suggestions and recommendations?" Dr. Crawford, this took a long time and it took a lot of hard work on the part of several people--telephoning, writing letters and that sort of business. But finally we got a list for each position to be filled and through a process of elimination we made some appointments.

DR. CRAWFORD:               You concentrated on selecting several possible appointees for each position?

MR. YOUNG:                 Yes, no question about that.





DR. CRAWFORD:               What sort of aid did you have in investigating their background?

MR. YOUNG:                 My recollection is that the primary source of background information other than what a particular candidate would furnish on their own would be out talking with people in the community where he lived and who'd been active in the governor's campaign or in whom we had some confidence and just say, "Look, what do you know about him? What had he been involved in, whatever not?" If I'm not mistaken, and I can't tell you this positively, I believe some security checks on cabinet officers might have been run by the TBI. I'm not for certain about that.

DR. CRAWFORD:               I have heard of that, but I really don't remember which interview.

MR. YOUNG:                 Perhaps Lee Smith could tell you better than anybody, about that.

DR. CRAWFORD:               Did you have the list fairly well complete by the time of the inauguration?

MR. YOUNG:                 Yes sir, fairly well. It seems to me there were three or four or five cabinet posts not filled by that time. I don't remember which ones.

DR. CRAWFORD:               You put in some long hours during that period, didn't you?

MR. YOUNG:                 Yes sir. Yes sir, we didn't know any hours-- didn't want to know any hours--we had a job to do. We'd gone all over this state telling people, "If you will elect this



man, he'll give you good government." So it wasn't a "9 to 5" job. We didn't do it that way. If it took us from 7 or 8 o'clock in the morning until midnight to get it done that's just what we did--not just me but everybody.

DR. CRAWFORD: About how many people were working in the transition?

MR. YOUNG: I am going to guess, thirty or forty.

DR. CRAWFORD: Who was in charge?

MR. YOUNG: Lamar Alexander primarily, Frank Barnett, of course, was the Governor's executive assistant at that point in time. Those two men together with Lee Smith and Ralph Griffith and Joe Hopper primarily coordinated the program. Bill Russell and I were of course there.

DR. CRAWFORD: What was your main responsibility at that time?

MR. YOUNG: Primarily, it was to do some special work at the request of Mr. Barnett in connection with research as to qualifications and duties of cabinet level people. Then subsequent to that, boards and commissions work. You see we didn't even have adequate records telling us when boards and commissions appointments expired.

DR. CRAWFORD: How did you get them?

MR. YOUNG: We researched the law. We finally found through the archives some available records which helped us a good deal in knowing who was appointed to what board and commission and when those terms expired. We pieced it all together.

DR. CRAWFORD: In many cases that would be very difficult to get without help from each commission's executive



staff when terms would be expiring and so forth.

MR. YOUNG: Yes sir. But it is not impossible to do it otherwise. It just takes good common sense.

Somebody had to do it from the beginning anyway. So what if we didn't have an easy row to hoe so to speak, we hoed it anyway.

DR. CRAWFORD: How do you feel about the completeness of your work by the time Winfield Dunn was inaugurated?

MR. YOUNG: I thought we had made excellent progress. I was very satisfied and I think the Governor was too. I don't recall any comment to the contrary.

DR. CRAWFORD: Now after the inauguration what did you do?

MR. YOUNG: I came back to Maryville again. (Laughter)

DR. CRAWFORD: To the private practice of law?

MR. YOUNG: Yes sir. For the third or fourth time. Governor Dunn through Frank Barnett asked me to come back to Nashville to talk with him about serving on the permanent staff. I told Frank when he called me that there was just no way. I had spent all the time that I could. I thought we were in really good shape. I wished them the best of luck and if there was anything that I could do to help them in Blount County to call me. Another two or three days went by and Frank called again and insisted that I come.

I said, "Well, I would enjoy seeing you and the Governor and Ralph Griffith, Lee Smith, and Joe Hopper again anyway, I'll be down in a day or two and we'll talk about it." I got down there and they talked me into



it. I was willing. I had decided at that time that it would be a fine opportunity to be of service. I enjoyed the people I would be working with and for an opportunity I would really not have again in my whole life.

DR. CRAWFORD: Was this still in January?

MR. YOUNG: Yes sir. So I did go to Nashville and spend the first nine months of my tenure there as a staff assistant to the Governor.

DR. CRAWFORD: What were your duties as staff assistant to the Governor?

MR. YOUNG: I handled and advised the Governor in connection with all the extradition dealings between Tennessee and other states. I handled all of the Governor's Board and Commission appointments--got the information, got the list of the people who were available for appointment, went over them with him. Through a process of elimination [we] came up with an appointee, and [I] got all the paperwork done in connection with it.

DR. CRAWFORD: You would have been the one handling the paperwork for appointments to the Tennessee Historical Commission in July 1971, I believe?

MR. YOUNG: Yes sir, probably was.

DR. CRAWFORD: What were your other duties during this time?

MR. YOUNG: In addition to that the Governor wanted to do something about the image of the Department of Corrections and the Board of Probations and Paroles. We had a competent





Commissioner of the Department of Corrections who was making some really good progress we thought there, but we had no guidance, so to speak, on the Board of Pardons and Paroles. Through some legislation other members were added to the Board. It was complete revamping.

I took over that as a special project. I visited every prison in the state of Tennessee on a frequent basis. I conducted for the Governor personally, executive clemency interviews with every person who wanted to talk to a representative of the governor about it, either for a pardon or a commutation or a parole or whatever not.

This was before we had a full-time board who finally took over that function in my place instead. But we felt like the people in the prisons in Tennessee were forgotten people for one thing. The only people they ever got to talk with were the wardens and finally, by hook or crook, (I don't mean that literally, but as an expression) got to talk with some member of the Board of Probation and Paroles or some member of the Governor's staff.

We wanted to bring the dealings of executive clemency out of the dark into the light for everybody to see how it was being conducted and we wanted everybody to have an equal opportunity to talk with a member of the governor's staff.

I manned a team of individuals who went around to the prisons and did this--not during my spare time but as a regular scheduled part of it all. I think we made some awfully good progress to clean up the image of the corrections in Tennessee.

I think I am the proudest of that particular aspect of our admin-



istration than any other single thing because I knew first hand what was going on. I knew first hand of the good feeling I had about what we had done there.

DR. CRAWFORD: What did you do after that nine months' period?

MR. YOUNG: After that period the Governor asked me to serve as his executive assistant. Mr. Barnett remained as a special assistant to the Governor for a period of time but stepped down as the Governor's executive assistant and I took over those duties and responsibilities.

DR. CRAWFORD: As executive assistant to the Governor, what were your duties then?

MR. YOUNG: I was the Office Manager for the Governor's Office. We had, of course, six or seven prime staff people there in the Capitol Building. I was his Chief of Staff coordinating their activities. We administered about a million dollar annual budget. We had about forty people working for us that supervised that. In addition to those things I handled the Governor's day-to-day schedule; I handled his out-of-the-office schedule; I had all of the correspondence, telephone calling in connection with that. I was the Governor's personal manager for both his personal and his public life during that period of time. It was about three years.

Others, you understand, had primary responsibility for legislative liaison work, Ralph Griffith was the Governor's press secretary. He had those duties. Joe Hopper and Bill Russell dealt in the political field with the people who had been active in the campaign.







into some things later, but we tried to take a set of facts, make a judgment about them and give an answer or decision at that time--that is in the office.

Out of the office I tried to coordinate his schedule so that he wouldn't always be going to the same place, obviously. That he would go to different places in the state as much as possible and that he would see and be in touch with not only his old friends but new people who could have an opportunity to express their wants and desires and their ideas to him. I tried to be fair in the distribution of his out-of-the-office time. [There were] great demands for him to appear at every public gathering in the state of Tennessee, as you might imagine. He was an extremely popular governor.

It was a tremendous job and I don't know that we accomplished it in gracefully turning down so many of those invitations.

DR. CRAWFORD:                   How did you schedule his travel for maximum effectiveness?

MR. YOUNG:                   Well, for example, if he decided--that we as the staff and he as the Governor decided--that he would be out of the office a half a day, we would try to see to it that if he ultimately was going to end up in Memphis giving a dinner speech on a given day that he maybe would be able to stop in Humboldt at an affair, or in Murfreesboro on his way, so to speak, or at points in between where he could cover as many things as he could physically and mentally do while he was out. Rather than accepting an invitation to be in Louisville, Kentucky in the morning and then back in Nashville for a noon





speech and then some place else further away or out of state that night.

DR. CRAWFORD:                You scheduled a certain amount of plane travel?

MR. YOUNG:                 Yes sir.

DR. CRAWFORD:               Was there any sort of transportation you felt  
                                 it would be well to have that you didn't have--  
helicopter service or anything else? I know getting from one part of  
Tennessee quickly to another is always a problem.

MR. YOUNG:                 Yes it was, but with the state air craft that we  
                                 had while I was there (the Lear Jet wasn't there  
when I was there) it was adequate. I didn't feel we needed anything we  
didn't have or that we had too much. I thought it was adequate.

DR. CRAWFORD:               Were you generally able to keep him on schedule?

MR. YOUNG:                 Yes sir. As much as any other public official is  
                                 able to keep on schedule. I thought under the  
circumstances we did an incredibly fine job. (Laughter) Because it was  
difficult to do.

DR. CRAWFORD:               How did you rate his stamina to hold up for long  
                                 schedules?

MR. YOUNG:                 Excellent. Excellent! The end of the day I  
                                 would certainly be dragging and drooping and he'd  
be bright-eyed. He had an ability to concentrate his energies as he needed  
to on a job at one time and not worry about anything else. He could put  
in a strenuous day, sleep fifteen minutes in an automobile or an airplane  
and be as fresh as a daisy. I just can't do that. He is an unusual man  
in that respect. Boundless energy!



DR. CRAWFORD:

Were you able to schedule his activities very far ahead?

MR. YOUNG:

Yes sir, sometimes we had to schedule as far as 6 months or a year ahead for certain events. I think we always kept him pretty well booked up for 3 or 4 months in advance. Again, I emphasize the fact that he was, I think, an extremely popular governor if you judged that by the number of invitations to participate in public and private affairs that he received. It was just unimaginable to me. This was due to many things primary of which was his personal magnetism, I believe. He's the kind of guy you like to be around.

DR. CRAWFORD:

I think people have that feeling.

MR. YOUNG:

Yes.

DR. CRAWFORD:

Did you have much activity added to the schedule as time went on.

Did you have things that would come up on short notice that you would need to work in?

MR. YOUNG:

Not really. Those sort of things seem to happen more frequently at the beginning than as time went on. Or perhaps we paid more attention to them in the beginning than we did as time went on. We fell into a program and we finally learned almost instinctively what was important and what wasn't. To begin with we had to feel our way through situations and when I say "we" I included the Governor in that. He didn't know either. By trial



and error we had to find out about some things. But later on as experience will teach you, you sort of have a sense of feel for them immediately and making a decision about them is easier.

DR. CRAWFORD: Were you able to fill in in any other way? Did people occasionally want Betty Dunn to appear or was there a staff member or cabinet member you could send?

MR. YOUNG: Yes, Betty Dunn appeared and was requested to appear on occasions, but her schedule was handled by her own secretary. We didn't really try to coordinate it all that much. Obviously, there were things that Mr. and Mrs. Dunn wanted and had to do together, but it was a real chore to get some time for them together. So we had to make that time. But they really went their separate ways from a public appearance point of view. She very rarely ever sat in for him. Other staff people very rarely ever sat in for the governor. Cabinet members very rarely ever sat in for the governor. This happened on occasion, no question about it, but it wasn't the usual thing. If Governor Dunn committed to attend an affair he'd be there one way or another unless something unusual came up, which didn't happen often.

DR. CRAWFORD: Did you have any particular problems in this work?

MR. YOUNG: Yes. We had two primary problems, I guess. One, we had a group of the competent, loyal, dedicated individuals in the whole world ser-



ving the Governor as his staff, none of whom had the background and the experience in state government that was desireable to have. Lee Smith had been involved as an aide to Senator Baker. Ralph Griffith had been involved as an aide to Senator Baker. But I am here to tell you that Washington political business is a different world. It is not the same world as being involved in state government. None of us really had that experience while we had very competent people. So we had to again by trial and error find out what we were doing. That was a problem and we made some mistakes--honest mistakes in my judgment. But we made some mistakes.

Another problem that we had that I think was primary in my opinion was the problem with our own people. And when I say "own people"--our own political supporters. I am an avid Republican and I always have been ending up the the short end of the stick for a long time in this state. But, as being the kind of man Governor Dunn is, he wanted to be sure that all of the people were treated fairly, that there weren't special favors shown to Republicans simply for that reason. Now there were some Republicans in East Tennessee, Dr. Crawford, who didn't see it that way.

DR. CRAWFORD: Well, they had been out of power a very long time.

MR. YOUNG: Well, they had and they were hungry.





They were convinced in their own mind that they were deserving of some special treatment. I gotta tell you I sorta felt that way too. But the other side of the coin is I was working for a man who didn't see it that way. I had the choice of either carrying out what my boss wanted me to carry out or leave it. I chose to stay and I'm glad that I did. I didn't always agree with him, but as a result with that attitude and that philosophy, that feeling and that belief our own people who had helped us so much financially and getting workers and getting out the vote, became disgruntled with us on many occasions. We spent two-thirds of our time, figuratively speaking, trying to salve the wounds of our own people when we should have been concentrating our energy on some other things.

DR. CRAWFORD: Do you feel the staff was large enough?

MR. YOUNG: Yes, I do. If anything, it was too large.

DR. CRAWFORD: What problem did that present?

MR. YOUNG: The more people you have trying to make a decision the more views you are going to get on a problem. It seems to me if three or four people can sit down and make a decision there is no need to have a dozen to do the same thing. Governor Dunn, I think, was very fair--extremely fair--in seeking the ideas and views of all the people he had confidence in and all the people who served on his



staff. And it took a longer period of time. I think if the staff had been smaller we might have gotten things accomplished a little bit quicker.

DR. CRAWFORD: When did you leave the service for the Governor?

MR. YOUNG: In August of 1973. His term of office was over in January of '74.

DR. CRAWFORD: Are there other parts of the record you would like to add at this time?

MR. YOUNG: I really don't believe so, Dr. Crawford unless there is something specifically you might have in mind.

DR. CRAWFORD: Have you changed your view of the Dunn Administration in any way since you have been out of it?

MR. YOUNG: Perhaps to a degree. I think I realize more now than I did while I was on the Governor's staff the feeling East Tennessee Republicans had toward the Governor for, if I could phrase it this way, his failure to be more political than he was. I think I sense that now. I think I know more how they feel. I'm not saying it was right or wrong. I am just saying that I sense it more and am more aware of it now than I was when I was in office with the Governor. Perhaps, this has changed my mind about the whole Dunn administration ever so slightly. That maybe the folks were right back home a little bit more than I thought they were at the time.



DR. CRAWFORD: Do you think the staff was in touch adequately with the people around the state?

MR. YOUNG: Yes, I do. I really firmly believe that. Joe Hopper and Bill Russell and in addition several other members of the staff were daily in touch with people in all areas of the state. We didn't just talk to our own people either. We responded to our telephone calls or every letter that was written to the Governor's office. As far as I know we did. That was the thrust of what we were doing. Whether it was a Republican or Democrat or an Independent or something else we talked to them and we would hear them and we knew what they were saying if they wanted to say it.

DR. CRAWFORD: Thank you, Mr. Young.













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